Manitoba

Annual Report 1989-90

Civil Service Commission

Manitoba

Minister of Labour

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour
The Honourable George Johnson, M.D.
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the 72nd annual report of the Manitoba Civil Service Commission for the period March 25, 1989 to March 23, 1990.

Respectfully submitted

Darren Praznik

Darren Praznik
Minister Responsible for
The Civil Service Act

91-05361/

Manitoba

Civil Service Commission

935 - 155 Carlton Street
Winnipeg, Manitoba, CANADA
R3C 3H8

FAX: (204) 945-1486

The Honourable Darren Praznik
Minister Responsible for
The Civil Service Act
156 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Sir

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the minister responsible for administration of The Civil Service Act, the 72nd Annual Report of the Manitoba Civil Service Commission.

This report covers the period March 25, 1989 to March 23, 1990 and includes a review of the Commission's activities for that period.

Respectfully submitted

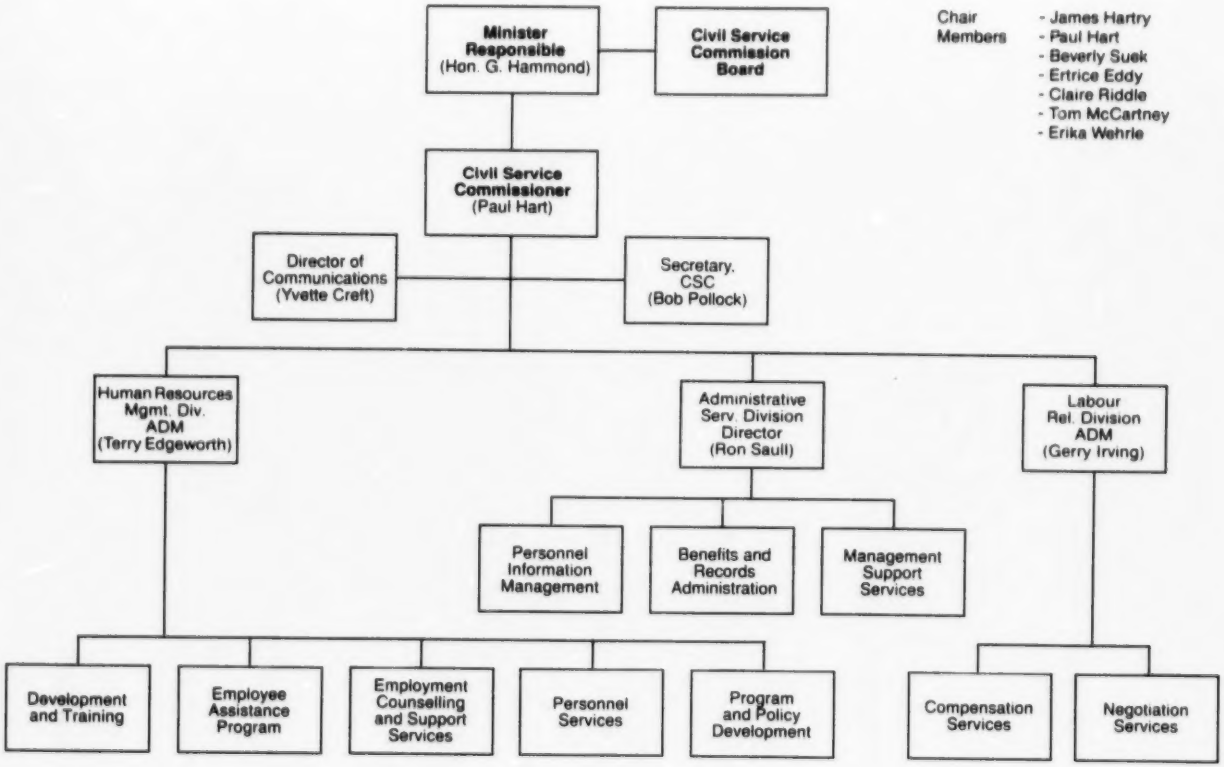
James W. Hartry
Chairperson

Table of Contents

TITLE	PAGE
Organization Chart	8
Introduction	9
Civil Service Commission Board	11
Program Overviews	14
Executive office	15
Secretary to the Board	16
Communications	16
Administrative Services Division	18
Management Support Services	18
Benefits and Records Administration	19
Personnel Information Management	20
Human Resources Management Division	21
Program and Policy Development	21
Personnel Services	23
Employment Counselling and Support Services	26
Employee Assistance Program	27
Development and Training	28
Career Development Program	30
Workforce Adjustment Program	31
Temporary Assignment Program	31
Labour Relations Division	32
Compensation Services	32
Negotiation Services	33
Civil Service Commission Benefit Plans	34
Levy for Health and Post-Secondary Education	35
Appendices	36
Expenditure Summary	37
Revenue Summary	40
Five Year Expenditure & Staffing Summary	41
Employment	44
Comparative employment for all employees	45
Monthly employment	47
Competitions	48
Applicants	49
Applicants by category	50
Average applications per competition	51

Organization Chart — Civil Service Commission

as at March 31, 1990



Introduction

The Civil Service Act provides for the management, direction and administration of personnel matters within the government service through the combination of a seven-member Civil Service Commission Board and a department reporting through a deputy head to the Minister Responsible for The Civil Service Act.

Programs and policies respecting human resource management for the civil service are developed under the provisions of The Civil Service Act and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant-Governor-in-Council as provided under The Civil Service Act.

A citizen member is designated chairperson of the Civil Service Commission Board. A full-time Commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission.

The Commission Board applies and carries out those provisions of the Act for which it is responsible including delegating authority to staff of the Civil Service Commission. Through the deputy head, the Board ensures that policies and programs for which it is responsible are administered according to the provisions of the Act. As a quasi-judicial body the Board hears appeals under the Act, regulations and collective agreements.

The Civil Service Commission — Role and Mission

The Civil Service Commission is an independent and impartial agency of government created under The Civil Service Act. The Commission ensures effective development and delivery of a comprehensive human resource management service consistent with the terms of The Civil Service Act, responsive to general government policy and supportive of departmental and/or broad organizational goals.

In accomplishing its mandate, the Commission places emphasis on adherence to the principle of merit and equity of treatment, support for affirmative action to ensure equal employment opportunity and the development of a co-operative approach to union-management relations. Emphasis on service is stressed in the provision of leadership to the personnel community in government along with the recognition that human resource management is an essential component of management's general accountability.

Functional organization

The Civil Service Commission currently consists of an executive office which performs managerial functions and provides services to the Civil Service Commission Board and three operating divisions which deliver its programs and services.

Highlights

Program

In its continuing efforts to provide support to the government's affirmative action program, the Commission launched two special programs during 1989/90; an Executive Development Program for Women, aimed at increasing their proportionate representation in the ranks of senior management and an expanded Career Development Program to augment employment opportunities for the designated groups. These two programs will be fully implemented during the coming year.

In February 1990, the government announced its program of decentralization to strengthen rural Manitoba communities and improve the delivery of government services to rural areas. For its part, the Commission worked actively to facilitate implementation of the program developing an improved benefits package and providing supports to affected employees.

The Commission renewed its efforts to promote awareness and accessibility to the services offered through The Employee Assistance Program. These efforts were responsible in part for a fourfold increase in demand for EAP services in 1989/90.

In direct response to identified departmental and government-wide needs, new training programs were designed and added to the list of course offerings. Programs focused on improving managerial effectiveness and on meeting the needs of affirmative action implementation.

Other significant achievements include a review of the classification system. Following the review staff prepared an overall strategy for implementation in the coming year.

In addition, the Commission completed a detailed feasibility study for a multi-year project to update the Manitoba Employee Information Systems (MEIS) leading to online access for system users and clients.

Faced with the expiry of several contracts during the coming year, the Commission also began preparing for major collective bargaining across the civil service.

Statistical

The year under review brought a moderate increase in the total civil service workforce up to 18,397 in March 1990, compared to 18,092 in March 1989.

The number of competitions also increased to 883 in 1989/90 from 730 the previous year. And while the number of job applications received showed an increase, applicants per competition declined. In 1989/90 the Commission received 20,538 job applications, for an average of 23 applicants per competition as compared with 19,261 applications for an average of 26 applicants per competition the previous year.

At the end of the fiscal year, total number of appointments stood at 1,185 with internal appointments at 708 or 59.7% and external at 477 or 40.3%.

This year the number of appeals decreased to 56 from 70 in 1988/89. Twenty-seven appeals were heard in 1989/90 while 13 were granted and 14 denied.

At the end of March 1990, representation of affirmative action designated groups in the civil service was as follows: Women 47.98 percent, Aboriginal people 4.28 percent, persons with disabilities 2.32 percent, visible minorities 2.62 percent.

• • •

The following detailed report is divided into three sections. Part I sets out the membership and responsibilities of the Civil Service Commission Board and its activities during the reporting period, while Part II describes services, programs, and achievements of the Department of the Civil Service Commission. Part II is organized in accordance with the Department's appropriation structure, reflecting the authorized votes as approved by the Legislature. Displayed in Part III are appendices which contain financial information, and historical and comparative tables.

Civil Service Commission Board

The Civil Service Commission Board is constituted under Section 4(1) of The Civil Service Act and consists of not less than three nor more than seven members appointed by the Lieutenant-Governor-in-Council (the Cabinet). One member is designated chairperson. Three members may constitute a quorum for any business of the Commission.

The Board

James W. Hartry, Chairperson
Paul Hart, Civil Service Commissioner
Roberta Ellis-Grunfeld, Pay Equity Commissioner (Resigned April 24, 1989)
Beverly Suek, Citizen Member
Ertrice Eddy, Citizen Member
Claire Riddle, Citizen Member
Tom McCartney, Citizen Member
Erika Wehrle, Citizen Member (Appointed December 13, 1989)

A full time Secretary, who is not a member of the Civil Service Commission Board, provides functional guidance and staff support for all the Board's activities. The Secretary manages the Commission's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

During 1989 the Pay Equity Commissioner resigned upon being appointed Deputy Minister of Labour. At that time, pay equity was implemented within the civil service as provided by the Pay Equity Act. The appointment of a citizen member in December 1939 returned the Board to a full complement of seven members.

Administration of The Civil Service Act

The Civil Service Commission Board applies and carries out those provisions of The Civil Service Act for which it is responsible. They include:

- delegating to staff of the Commission and departments, authority to administer provisions of The Civil Service Act.
- advising the Minister responsible on the status of personnel administration in government.
- ensuring, through the Deputy Head, that civil service policies and programs for which it is responsible are administered in accordance with the provisions of The Civil Service Act.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report. In addition, the Board receives regular presentations from Commission staff on new and ongoing programs and policy initiatives.

The Commission may make recommendations to the Minister responsible on personnel administration in government and for each fiscal year submits to the Minister a report on the activities of the Commission and administration of The Civil Service Act. In its quasi-juidicial function, the Board acts as an appeal tribunal under the provisions of The Civil Service Act, regulations, and collective agreements.

Merit and Redress Under The Civil Service Act

The Act provides authority for selection and appointments based on the merit principle and provides for the establishment of a classification plan. The exercise of authority under the Act is subject to checks and balances including audits, independent investigations, grievance and arbitration procedure and appeals to the Civil Service Commission Board.

A department's exercise of delegated staffing authority is subject to both administrative review by Commission audit staff and to appeal under the Regulations or applicable collective agreements. The exercise of classification authority is subject to appeal or review by the Commission Board.

Other matters may be appealed to the Commission under the Regulations and collective agreements or pursued through grievance/arbitration procedures under either the Regulations or applicable collective agreements.

The Commission may upon its own initiative or upon request conduct investigations under the Act.

The appeal function includes:

- all appeals from employees excluded from the terms of any collective agreement,
- appeals regarding selection and classification disputes,
- appeals under the conflict of interest policy for government employees.

Commission Board Activities 1989/90

During 1989/90 the Board continued its practice of meeting with the Minister Responsible for the Civil Service Act to review issues of concern to the Board and discuss matters arising during the year.

The Board met in full board at least once per month and as an appeal board two to three times each month. During the year the complexity and length of appeal hearings increased placing greater time demands on members sitting on appeals.

	1987/88	1988/89	1989/90
Number of appeals initiated	44	70	56
Number of appeals heard	18	38	27
Number of appeals granted	1	9	13
Number of appeals denied	17	29	14

The Board continued its practice of holding one meeting a month with all members present to consider policy, administrative and program matters. The Commission also adopted the practice of referring all appeal decisions, once issued, to the full Commission Board for information and discussion. This ongoing review of individual appeal decisions was complemented by the establishment of an index and summary of Commission Appeal Board decisions.

The Board continued to develop and refine its appeal procedures in response to the increasing complexity of matters submitted on appeal and the requirement to maintain consistency and ensure all parties to an appeal understand the appeal process and the requirements of the Commission on appeal matters. Following meetings held in 1988/89 with Commission staff and the Manitoba Government Employees' Association to identify areas where the appeal process could be modified or improved, the Commission noted an increase in efforts by parties to appeals to clarify the basis and grounds for appeals, and improved information-sharing between the parties leading to submission of agreed statement of facts and issues in dispute at the outset of appeal hearings.

The Board maintains an overview of Commission staff activities through regular reports and monitoring of appeals and scrutinizes delegated recruitment and staffing authority through regular staffing audit reports which provide information on all competitions as well as on departments' affirmative action activities, and the attainment of objectives set out in the departmental affirmative action plan.

The Commission has initiated the practice of having citizen members other than the chairperson chair individual appeal hearings to facilitate the provision of timely hearings and increase the participation of Commission members on appeal boards. In support of this initiative, the Commission is continuing the training of board members in hearing procedures and decision writing.

The activities of the Commission including related statistics are outlined in the appropriate sections of this report.

Appeals to Civil Service Commission

Appeal Boards:	
Appeals Received	56
Appeals Pending from 1988/89	23
Appeals Not Accepted	—
Appeals Withdrawn	25
Appeals Heard	27
Appeals Granted	11
Appeals Granted Other than Requested	2
Appeals Denied	14
Appeals Pending to 1989/90	27

Appeals by type

	Initiated	Pending from 1988/89	Withdrawn	Granted	Granted Other	Denied	Pending to 1990/91
Classification	26	9	7	7	1	8	12
Selection	24	12	16	4	1	2	13
Conflict of Interest	1						1
Benefits Administration	2	2	2			1	1
Administrative Review	3					3	
Total	**56**	**23**	**25**	**11**	**2**	**14**	**27**

Personnel Policy Administration:

Educational Leave	4
Special Merit Increment	4
Additional Remuneration	11
Indefinite Suspension	—
Extension of Sick Leave	—
Compulsory Medical Retirement	—
Salary Adjustment	2
Over-Range Pay Determination	23
Establishment of Probationary Period	1
Leave of Absence	—

Reviews directed

Health & Social Dev. Specialist Series

Delegation of recruitment and selection to departments

Department	Initial delegation	Extension of delegation
Labour	April 1/80	to Sept. 1/91
Rural Development	March 1/80	to March 1/91
Agriculture	March 1/80	to March 1/92
Family Services	Aug. 1/89	to Sept. 1/91
Northern Affairs	April 1/80	to Dec. 1/90
Education	May 1/80	to April 1/92
Health	May 1/80	to May 1/91
M.H.S.C.	July 1/80	to July 1/90
Government Services	Oct. 1/81	to Feb. 1/91
Finance	Nov. 1/82	to Nov. 1/90
Justice	May 1/83	to May 1/90
Energy & Mines	May 1/83	to June 1/91
Highways & Transportation	Jan. 1/85	to Jan. 1/91
Co-operative, Consumer & Corporate Affairs	April 1/86	to April 1/91
Natural Resources	April 1/86	to June 1/90
Housing	April 1/86	to April 1/91
Environment	Jan. 1/87	to Jan. 1/91
Manitoba Lotteries Foundation	Sept. 1/88	to Sept. 1/90
Culture, Heritage & Recreation	Jan. 1/89	to Jan. 1/91
Industry, Trade & Tourism	Aug. 1/89	

Program Overviews

Civil Service Commission
Executive Office

The Executive Office provides executive policy direction, control and co-ordination of Civil Service Commission programs and advises the Civil Service Commission Board and the government on human resource management issues.

Executive Office staff co-ordinate delivery of advisory and administrative services to the Commission Board and direct the department's communication function.

Executive development

In support of an approved corporate policy for executive development in the Manitoba civil service, the Commission was instrumental in the design of the national Program for Public Executives which brings together senior managers from across Canada to learn strategies for the management of issues in the public sector. The Commission also cooperated in the design, and hosted, the first Deputy Ministers' Forum. The Forum was a first time event which brought together deputy ministers from provincial and federal governments to discuss strategies for motivation and innovation in the public service.

During the year the Commission began implementing an improved compensation package which broadened salaries, classification and benefits for deputy ministers and equivalents. The changes followed a compensation comparison with other provinces, the federal government, and the Manitoba public sector. It is expected that this initiative will help to enhance recruitment and retention of high quality staff.

Affirmative action

In 1989, the Commission continued to monitor, evaluate and support implementation of the government's affirmative action objectives to create a civil service workforce in which women, physically disabled persons, Aboriginal peoples and visible minorities are equitably represented.

During 1989-90, the Commission launched two major program initiatives in support of affirmative action, an executive development program for women and an enhanced career development program.

The Executive Development Program for Women, aims to increase the proportionate representation of female senior officers in the civil service. Currently, 15.3 percent of the senior management category is comprised of women.

Developed with the assistance of a senior management advisory committee, the Program will be formally launched in 1990/91 and will be available to approximately 250 women.

With assistance from Commission staff, Aboriginal people employed in the civil service established a network of support. This network of Aboriginal employees will assist in identifying development needs, serve on selection boards, help to improve outreach recruitment, and make recommendations on the affirmative action program.

Commission staff continued their efforts to ensure that civil service policies and practices are consistent with the goal of attaining an equitable workforce. During the year a review of several staffing related policies began. A new sexual harassment policy was introduced to create a work environment free of harassment and protect the fundamental rights of civil servants.

Presentations and updates to departmental managers and human resources practitioners continue as an important aspect of affirmative action implementation.

As well, Commission staff continue to provide and sponsor workshops facilitating affirmative action implementation. These workshops cover a range of topics — from general awareness to specialized programs addressing concerns and needs of designated groups. Specific courses are referenced under the report of the Development and Training Branch.

In response to the demands of a changing workforce, Commission staff refined a policy of job sharing and alternative work arrangements to increase the range of options available to civil servants.

Staff also collaborated with Government Services to develop policies and procedures to provide reasonable accommodation and technical aids in the employment of persons with disabilities.

During 1989-90, the Assistant Deputy Minister, Human Resources Management requested that departments establish one, three, and five year numerical targets towards affirmative action long term goals in the representation of 50% women, 10% Aboriginal, 7% disabled, and 6% visible minorities across all levels in the civil service.

In addition, each department was requested to include a communication strategy in its annual affirmative action plan to meet the continuing communication requirements of the program.

Staff continues to emphasize outreach recruitment practices, and provide employment and support services to the community ensuring that members of the designated groups are informed of employment opportunities.

Work is in progress on the research and development of a model to determine and assess retention and turnover of designated groups in government employment.

Secretary — Civil Service Commission Board

The Secretary provides consultation to the Civil Service Commission Board and departmental executive on policy, procedural, legal, program and jurisdictional matters, and supports the prioritization, development, and monitoring of policy development under the provisions of The Civil Service Act.

During 1989/90, the Secretary undertook a review of all appeal decisions resulting in the compilation of an Appeals Decision Analysis which identifies all appeal decisions from 1983 and summarizes all appeal decisions since 1986 and all selection appeal decisions since 1983. In addition to the Appeals Decision Analysis, an updated and more comprehensive handbook for appeals intended for the use of appeal boards, appellants and parties to appeals was prepared and will be available during 1990/91.

The Secretary continued to provide orientation and training for Commission members, particularly with respect to the quasi-judicial functions of Commission appeal boards.

Director of Communications

The Director of Communications provides a corporate communication function to enhance implementation of the Civil Service Commission's strategies, objectives and programs. This is accomplished through advice and counsel, communication services and promotional activities.

Media used to deliver the Commission's message include: an employee newspaper (Inside/Outlook) mailed to the province's 18,000 civil servants, brochures, pamphlets, news releases, speeches, briefing materials, an annual report, audio-visual presentations, and displays.

The Director of Communications continued to provide communication advice to several Commission branches, developing strategies for a number of programs and policies, including a new chargeback system for the Development and Training Branch and a new sexual harassment policy which required supporting material for effective implementation.

In conjunction with the Labour Relations Division, the Director of Communications also developed an internal communications strategy to facilitate implementation of the government's decentralization program.

Promotional activities included a pamphlet on job sharing as well as a brochure and posters on affirmative action to increase awareness and visibility of the program and its achievements.

Communication staff published five issues of the government-wide employee newspapers Inside/Outlook, featuring regular articles on affirmative action and related topics for increased awareness and visibility of the program and its achievements.

A series of articles on the Employee Assistance Program focused on increasing awareness of services the Branch offers to employees.

Other ongoing communication activities include: preparing ministerial briefing and speech material, and responding or arranging for responses to public and media enquiries about Commission programs and services.

Plans are also being developed for a campaign on self-declaration to create better understanding of designated group identification and its importance to statistical monitoring and progress of the government's affirmative action program.

Expenditures by sub-appropriation

1A Executive Office	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	267,400	5.00	248,200	19,200	
Total Other Expenditures	73,800		43,800	30,000	1

Explanation

1. Increase in expenditures due to the following:
   a) office furnishings which were scheduled for delivery and payment from the 1988/89 budget were not received until June, 1989 requiring payment in the 1989/90 fiscal year.
   b) increase in printing and typesetting costs — two additional issues of the employee newspaper, Inside/Outlook (July and November, 1989 issues).
   c) shortfall in postage costs.
   d) Management Planning Session expenses allocated to Executive Office for ease of administration.
   e) increase in the number of Civil Service Commission meeting costs resulting from an increase in the number of Commission Board Meetings.

Administrative Services Division

The Administrative Services Division provides information and operational support services to the government personnel community, employees and the general public and delivers administrative services to Commission staff.

Management Support Services Branch

This Branch provides a comprehensive program of internal support services (including financial, personnel management practices and general administration) common to and required by all Branches of the Civil Service Commission's executive committee.

The financial, personnel, administrative and management services functions provide support services to Civil Service Commission management in the area of the estimates processes, expenditure control, financial reporting systems, personnel administration and other administrative support services. Support and advice is provided to the executive committee as well as co-ordination and consultative services to Civil Service Commission management and staff.

During 1989/90 the Branch completed expansion of the workers' compensation charge-back system and developed a charge-back system for development and training courses. Staff also took initial steps towards implementing an automated financial system for the department.

Plans for 1990/91 include the implementation of the final phase of the cost-recovery system for workers' compensation as well as implementation of the automated financial system.

Staff also completed the 1989/90 departmental affirmative action plan and continue to provide quarterly reports to the deputy minister and executive on the attainment of affirmative action objectives.

Expenditures by sub-appropriation

1B Management Support Services	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	173,500	5.26	174,200	(700)	
Total Other Expenditures	35,500		25,900	9,600	1

Explanation

1. Increase in expenditure due to the following:
   a) Purchase of computer equipment for the Management Support Services Branch. Funds were available elsewhere within the Division to accommodate this decision.
   b) Transfer of one position from Benefits, Records and Administration and two positions (1.26 SYs) from Personnel Information Management with no operating dollars.

Benefits & Records Administration Branch

Benefits & Records Administration develops and manages government policies and procedures to maintain personnel records; administers government-wide employee benefit and insurance programs in accordance with collective agreements, regulations and personnel policies. These include: the Ambulance & Hospital Semi-Private (AHSP), Dental and Long Term Disability (LTD) plans. The Branch is also responsible for reporting pensionable and seniority service, coding claims for the recovery of workers' compensation costs and collecting financial information for unemployment insurance, the Canada Pension Plan and Civil Service Superannuation Plan.

During the 1989/90 fiscal year the Branch implemented a number of system and administrative changes for the AHSP and Dental plans. The automated system that maintains AHSP/Dental eligibility and coverage for 18,000 government employees was improved as part of the post-implementation review. Staff drafted administrative procedures to audit paid dental claims, to adjust AHSP premiums and ensure correct processing of personnel transactions affecting eligibility. Plans aimed at further reducing administrative overhead have been discussed with Manitoba Blue Cross and are proposed for 1990/91.

The decision by the Personnel Information Management Branch to redesign the Manitoba Employee Information System (MEIS) affected several benefit areas. Plans to automate the audit of paid Dental claims and adjustment of AHSP premiums were deferred from 1989/90 and incorporated into the MEIS enhancement project. Enhancements to reporting pensionable and seniority service were also deferred.

The LTD plan was selected as a pilot for the MEIS project and became a Branch priority. Administrative systems and procedures for the plan were examined in response to a 35% increase in claim applications and physical and non-psychotic mental and nervous disorders. Development of an enhanced tracking and reporting system will continue throughout 1990 with implementation planned for 1991.

In support of the delegation of authority to departments, the Commission has been directed to implement full recovery of workers' compensation costs from departments effective 1990/91. In support of this initiative, staff have reviewed and revised claims processing procedures to provide departments with direct control over their claims. Billing procedures have been reviewed and are being revised for implementation. It is anticipated that these changes will enable departments to monitor closely each claim and facilitate the return of injured workers to work.

Staff completed a review of all records retained by Commission as part of a government-wide effort to manage the retention and disposition of government records more effectively. Of the sixty-two existing schedules, forty-seven were discontinued or replaced with newer schedules. Fifteen schedules were amended to reflect organizational and operational changes. Entries for these records will appear in the second edition of the Freedom of Information Access Guide scheduled for production in 1990.

During the 1989/90 fiscal year, the Branch received and processed sixteen applications for access under the Freedom of Information Act. Requests were received from employees, the media and the general public on a variety of personal and general information topics including, personnel files, classification requests, competitions, affirmative action plans and government costs.

Expenditures by sub-appropriation

1B Benefits & Records Administration	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	136,400	4.00	126,500	9,900	
Total Other Expenditures	6,200		13,400	(7,200)	1

Explanation

1. Repairs and maintenance costs, rental costs and educational assistance costs were lower than anticipated.

Personnel Information Management Branch

This Branch is responsible for developing, managing and ensuring confidentiality of personnel management information within the civil service. In carrying out its responsibilities the Branch serves the interests and needs of departmental management, Civil Service Commission programs, Treasury Board and Cabinet.

The Branch accomplishes its mission through the development of an effective complement of policies, procedures and systems in cooperation with client managers and their staff. In addition to its external mandate, the Branch is responsible for providing information support services to the Commission including systems planning, systems consulting and development, and information resource management.

During the 1989/90 fiscal year, staff completed twenty-one system projects in support of the Manitoba Employee Information System (MEIS). The majority of these projects addressed changes designed to assist in the effective management of the government's human resources.

Projects completed also focused on performance tuning the MEIS and streamlining processing to ensure optimum cost-effectiveness of the system.

Staff also conducted disaster recovery tests and security reviews to ensure system integrity and confidentiality of data. They also undertook a detailed feasibility study of redeveloping the MEIS.

The study team's recommendations received approval for a multi-year project which will systematically update the functionality and technology of the MEIS. The project is currently in the requirements definition phase with design of the first two modules to be completed in 1990/91 fiscal year.

The Branch processed over 70,000 personnel related transactions to the MEIS during 1989/90 and coordinated the annual processing of the general pay increase, pay equity increase, fiscal year end changes, seniority service and pensionable service reporting.

The Commission continued to expand and optimize its office automation network with installation of new software and hardware. Software upgrades were made to the word processing package and the registration system used by the Development and Training Branch.

Twenty workstations were added to the network for a total of 74, linking all Branches within the Commission. By allowing direct access to the Manitoba Employee Information System, these additional workstations served to eliminate printing and filing the CSC copy of employee record cards.

Expenditures by sub-appropriation

1B Personnel Information Management	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	484,400	12.26	483,000	1,300	
Total Other Expenditures	408,600		406,300	2,300	

Human Resources Management Division

This Division is responsible for development and delivery of comprehensive human resource management programs and services to government departments and agencies.

The Division achieves its objectives through the following specialist branches: Program and Policy Development, Personnel Services, Employment Counselling and Support Services, and Development and Training. The Division also provides resources and programs in support of the government's affirmative action policy and administers the Employee Assistance Program, the Workforce Adjustment Program and the Career Development Program.

Program and Policy Development Branch

The Branch is responsible for developing and communicating human resources management policies, guidelines and programs which are responsive to government direction, consistent with legislation and negotiated provisions of collective agreements, contribute to fair and equitable treatment of employees throughout the civil service, and assist departments in effective human resources management.

Policy development

Revisions and updates to existing policies and guidelines and creation of new materials for the Personnel Policies and Procedures Manual continue with emphasis on meeting the needs of departmental personnel practitioners. During the year the Branch researched and developed for circulation, policy and guidelines in several areas including priority placement guidelines in support of government workforce adjustment and decentralization programs, revisions and updates to several staffing related subjects.

Staff continued to assist other Branches in developing and finalizing policy materials for distribution. Included among these were policies on: educational leave and assistance, the use of casual and temporary staff, and the use of technical aids in employment.

Staffing audit

Staff conducted audits on a sample of non-delegated staffing transactions for compliance and consistency in the application of staffing policies and procedures. The audit recommendations resulted in administrative changes to ensure that records maintained centrally were consistent with standards established across the system.

Civil service audit

During the year staff became involved in establishing the terms of reference for an external audit of the classification, recruitment and selection practices within the civil service. The service-wide audit will examine these processes and their application to determine whether they result in inequitable treatment of women and other designated groups. Steps were taken to ensure that the appropriate groups were represented on a steering committee for the project. Groups included the Manitoba Women's Directorate, Manitoba Government Employees' Association, Manitoba Women in Government, and the Civil Service Commission. The Branch continues to provide administrative support to the work in progress.

Job evaluation system reviewed

During the fiscal year the Branch researched and developed a comprehensive plan to revise the job-evaluation system. Changes to the system will be phased-in over the next year.

Staff developed a revised classification users' manual to expand departmental practitioners' knowledge of the job evaluation process. This manual will serve as a resource document and guide in the design and delivery of training sessions for departmental staff.

Executive Development for Women

During the year work began on establishing An Executive Development Program for Women, a major initiative targeted at increasing the proportionate representation of women in senior management. The Program will be formally launched in 1990/91 and will be available to approximately 250 women.

Candidates for the program will participate in an assessment process and their qualifications, needs and aspirations will be entered into a career inventory for "matching" against suitable term, secondment or permanent positions. The objective of the program is to enable greater numbers of women to compete successfully for positions at the senior officer level.

Employment statistics

Branch staff compile appointment, competition and general employment statistics on a monthly, quarterly and yearly basis. Comparative employment reports including statistical data on the affirmative action program are regularly provided to Executive Council, executive management across government, and to departmental affirmative action committees.

Expenditures by sub-appropriation

1C Program and Policy Development	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	416,600	9.42	462,900	(46,300)	
Total Other Expenditures	136,300		133,300	3,000	

Personnel Services Branch

This Branch is responsible for ensuring system-wide consistency in the application of policies, procedures and standards in the areas of staffing, job evaluation, and pay administration.

The Branch focuses on the delivery of consultative, supportive and service-oriented programs while recognizing the need to ensure adherence to provisions of the Civil Service Act and government policies. Emphasis is placed on providing programs and services which enable managers to carry out their personnel management responsibilities.

Staffing

In 1989/90 a total of 883 job competitions were held throughout the civil service. These competitions attracted 20,538 applications for an average of 23 applicants per competition. Competition data is compiled on affirmative action designated groups through voluntary declarations by candidates. Analysis of this data is now an integral aspect of the staffing audit.

The practice of authorizing departments to exercise recruitment and selection authority continued under the staffing delegation program. Seven departments, whose agreements were due to expire during the year, received renewal for a further two-year period; three agreements were extended for a one-year period; and one department received initial delegation.

Audit

The staffing audit program is designed to ensure that departments consistently apply staffing policies and procedures. The audits provide personnel services staff with the opportunity to consult with departments, and generally to evaluate staffing practices.

During 1989/90, Branch staff conducted twelve renewal audits and eight interim audits were conducted resulting in the continuation of all delegation agreements.

During 1989/90 the Branch continued to monitor and evaluate the experience of departments whose delegated staffing authority has been extended to include additional designated personnel including personnel administrators, and in some cases designated departmental managers. The Staffing Audit Program revealed that this authority was properly managed in all departments. During the course of individual audits, recommendations were made as necessary to improve or amend staffing practices and procedures and these reports were provided to the delegated department for implementation.

Selection appeals and audit of competitions

During 1989/90, 24 selection appeals were registered with the Commission Board and seven of these appeals proceeded to a full hearing. Generally, the filing of an appeal reflected the appellant's challenge of the validity of reasons for non-selection or the process itself and occasionally of the selection criteria established. Guidelines, previously established for providing reasons why a candidate was not selected, have been used by departments in responding to candidates and are proving effective.

The Branch carries out its own audit of all competitions for which an appeal was registered. The objective of the audit is twofold: to review the competition process and appointments made under delegated staffing authority ensuring compliance with civil service policies and practices and application of the merit principle; and to provide to the appellant any relevant supplementary information not provided by the department.

These audits revealed that departments had in the main, carried out their responsibilities in the selection process appropriately. In two cases the Branch recommended that a decision be overturned and the competition be held again.

In addition to investigations of the selection process arising from appeals, Branch staff conduct examinations in response to numerous staffing inquiries from the public, employees or employee groups. These inquiries focus primarily on application of the merit principle in selection; application of affirmative action in selection, and equity of treatment in the selection process.

Classification system

During the fiscal year, the Branch undertook full responsibility for developing and improving the classification system. During the coming year, staff will begin implementing enhancements to the system which include a comprehensive classification allocation workshop and certification process, an overall strategy for delegation of classification to departments; a framework for departmental delegated classification agreements; an audit framework to monitor/evaluate the effectiveness of classification delegation (including a mechanism for corrective action where necessary); and a methodology for benchmarking classification series.

As a result of the Branch's added classification responsibilities, Branch staff conduct assessments to determine whether government-wide and department-specific classification series require review and/or amendment and, if so carries out those reviews. This function also includes the process of eliminating systemic barriers from classification series.

The Branch also provides support to the collective bargaining process relative to classification issues.

The Branch continues to administer the classification system and evaluate and classify positions in the civil service. For the fiscal year, a total of 946 positions were submitted for review and processed accordingly.

Classification appeals

The Civil Service Act grants employees the right to appeal to the Commission Board on classification decisions. During 1989/90, 26 civil servants exercised that right compared to 28 in the previous year. The Branch continues to defend its assessments at classification appeals before the Civil Service Commission Board.

Consulting, advisory services

The Branch provides services to departments in job evaluation, classification, organizational reviews and job design. Based on departmental demands, the Branch conducted six organizational reviews. At the request of departmental management, Treasury Board, external or Crown agencies, staff also participated in several other reviews providing advice and classification assessments.

The Branch continues to audit positions in departments that have not been reviewed for some time. These positions are randomly selected and represent a variety of classification levels in all departments.

The Branch also continues to review, monitor and report to Treasury Board on senior officer classifications.

Expenditures by sub-appropriation

1C Personnel Services	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	419,600	10.00	375,400	44,200	
Total Other Expenditures	131,300		74,900	56,400	1

Explanation

1. Increase in expenditure due to the following:
   a) Automation of the class specification manual was undertaken as a priority item with funds allocated from elsewhere within the division.
   b) Management's decision to purchase computer equipment to provide professional staff with direct access to the computer network and automated employee system. Funds were available elsewhere within the division to accommodate this decision.
   c) Increased costs resulting from support to redeployment and workforce adjustment requirements.

Employment Counselling and Support Services Branch

Employment Counselling and Support Services provides a wide range of services to assist those groups designated for affirmative action (women, Aboriginal peoples, persons with physical disabilities and visible minorities), as well as current and potential civil service employees with employment related concerns.

Branch staff provide:

- Educational and informational services to the public on job search techniques, self-marketing skills, job vacancies with the provincial government and career planning.
- Registration and referral service through a computerized inventory for term positions in a variety of classifications.
- Assessment and employment counselling.

In addressing the various needs of clientele during 1989/90, staff provided 741 individual counselling interviews. Four hundred and eighty three persons attended the resume writing and/or the interview skills workshops.

Staff continue to liaise with agencies and organizations serving groups designated for affirmative action to foster awareness of the Branch's services. Staff also made 30 presentations about the branch's programs and services to outreach agencies. In addition, twenty-five presentations were made to government departments. The Branch also participated in career symposia and presented informational displays at several conferences and events.

Through the use of applicant inventory data system Employment Counselling and Support Services assisted departments in the implementation of their affirmative action plans by referring applicants to 445 positions in a variety of classifications throughout government.

The Branch also facilitated the acquisition of funds necessary to purchase or rent technical equipment which may be needed by departments to accommodate people with disabilities in potential or existing work situations.

Expenditures by sub-appropriation

1C Employment Counselling & Support Services	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	250,500	6.00	203,000	47,500	1
Total Other Expenditures	66,000		88,300	(22,300)	2

Explanation

1. Increase in salaries due to sick leave and maternity leave replacements, merit increments, G.S.I. increase and the use of casual staff in updating the applicant inventory system.
2. Reflects decrease in the demand for technical aids and appliances available for the employment of the disabled.

Employment Counselling and Support Services Branch

1989/90 Statistical Information

Workshops:

	Sessions	Participants
Resume Writing:	28	232
Interviewing Techniques:	26	251
TOTAL	**54**	**483**

Employment Counselling/Interviews:

	Designated Group Members	Other	Sub-Total
Civil Servants:	49	19	68
General Public:	485	188	673
TOTAL	**534**	**207**	**741**

Vacancies (Requests for Referrals):

Entry Level	
Casual:	56
Term:	254
Regular:	32
Other than entry level	37
TOTAL	**379**

APPLICANT INVENTORY PROFILE

Total number of applicants registered	3,215
Total number of women	2,047
Total number of men	897
Total number of non-declared applicants	271
*Total number of disabled	126
*Total number of visible minorities	407
*Total number of Aboriginal people	187

*Includes only those persons who have self-declared.

Employee Assistance Program

The Employee Assistance Program (E.A.P.) ensures civil servants receive help with a variety of personal and interpersonal problems which may adversely affect their home or work life.

Marital conflict, parent-child relationships, psychological concerns (e.g., stress, depression, grief, etc.), financial or legal issues, workplace conflict and stress, and problems associated with the use of alcohol and other drugs are all examples of employee problems which frequently interfere with effective work performance. A driving principle behind the EAP program is the belief that early detection of these problems and a positive intervention process help to deter the high costs associated with absenteeism, illness and poor morale.

Employees and their immediate family members can access this cost-shared, union-management program on a voluntary basis. Over the past two years, staff have strived to develop innovative services to reach greater numbers of employees. As a result, E.A.P. has realized a 320% increase in 1989/90 over last year in the number of employee and family member contacts. At the end of 1988/89 employee contacts stood at 686; in 1989-90 that number reached 2400.

Services contributing to EAP consumer growth include:

Counselling:

Employees seeking E.A.P. counselling services with their family members increased from 350 cases opened 1988/89 to almost 700 in 1989/90. The numbers of additional family members seen also doubled (from 90 to 180) in this process. These increases can be attributed to staff travel to Brandon, Dauphin, The Pas and Thompson thereby making counselling services more accessible to employees. Other contributing factors include a growing confidence in the program as reflected in the high rates of self-referral, program promotion by co-workers, and a higher program profile achieved through a variety of presentations and publications sponsored by government and the M.G.E.A.

Debriefing of critical incidents:

E.A.P. has introduced a new service which provides psychological debriefings for groups of employees who have been shocked by a variety of situations over which they have no control, for example, the sudden death or serious injury of a co-worker on or off the job, the suicide of a colleague or client of an employee, an assault on staff or hostage-taking of a guard, or a criminal charge against an employee relating to the workplace. In 1989/90, 320 employees attended debriefings to help them deal with the emotional impact of the critical incident.

Informal contacts:

The number of employees phoning for information and consultations also doubled in the past year, accounting for approximately 300 contacts. Employees and management requested assistance relating to a number of workplace difficulties (i.e. assisting the substance abusing employee, mental health consultation regarding co-workers, management of workers having anger control problems in the workplace, etc.)

An additional 800 employees attended E.A.P. information workshops addressing services provided by E.A.P.

Expenditures by sub-appropriation

1C Employee Assistance Program	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	84,500	4.46	81,300	3,200	
Total Other Expenditures	22,600		19,500	3,100	

Development and Training Branch

The purpose of Development and Training is to identify organization and employee development needs and to acquire, design or deliver consulting and training programs to meet those needs. The objective of all Development and Training programs is to increase individual and organizational effectiveness in the civil service.

Needs Identification

During 1989/90 the Branch continued its practice of designing or contracting training courses to meet the specific organizational needs of government departments.

To increase the involvement of managers and employees in the training process. Branch staff held discussions with individual deputy ministers to determine organizational development needs and service requirements. Staff also conducted a major survey in regions outside of Winnipeg to ascertain the training needs of those employees.

As a result of the needs identified, Development and Training will be establishing advisory councils, composed of departmental managers, to guide its program design and evaluation efforts. The Branch will also increase its department specific consulting and in-house training services to meet identified demand.

The Branch continues to provide a full range of training and consulting services to employees outside of Winnipeg.

Course Development

The Branch designed, or contracted the design of ten new training courses which will be introduced during 1990/1991. These courses are being provided in response to the increasing demands on the civil service for greater management effectiveness, fairer representation of affirmative action designated group members, better communications and a more productive and collaborative workplace.

New training courses include:

Three written communications workshops designed to meet the correspondence needs of managers, employees and those who have to produce reports.

A course to support the introduction of a new policy on sexual harassment which concentrates on what can be done to make the workplace more respectful of the individual's rights and dignity.

A course which helps managers manage the people factor when introducing organizational change.

A comprehensive program which helps managers surface factors which are causing dysfunction and distress in the workplace and to plan corrective actions.

Course delivery

Branch staff facilitated the delivery of 266 training courses, an increase of 13% over the previous fiscal year. Forty eight percent of the courses (128) were scheduled in the Branch's course and services calendar. Fifty-two percent of the courses (138) were not scheduled, but were specially arranged according to the particular demands of departments and employees. In the months of February and March alone, fifty-one (51) courses were delivered. This was an initiative to accommodate as much training demand as possible prior to the new fiscal year when the practice of cost-recovery was to be extended to more of the Branch's courses.

Attendance at Development and Training courses increased by 10%, from 3641 employees in 1988-89 to 3938 in 1989-90.

Affirmative action

The Branch offered a total of thirteen courses in support of affirmative action, targeted to all staff levels within the Civil Service.

New affirmative action offerings included a program on "Providing Accessible Service" to help employees to become more responsive to the needs of disabled persons. Staff also arranged for a representative of the Canadian Human Rights Research & Education Centre to make several presentations to managers, advising them of recent developments which affect affirmative action in Canada.

Executive development

The Branch established an advisory committee of senior managers to obtain guidance on the development needs of executive. In addition staff began consultations with departments to design comprehensive, organization specific executive development strategies.

New training events encouraging management excellence in the civil service included seminars dealing with the management of organizational distress, strategic planning in a government environment, new directions in management, and creating a quality workplace.

Organizational Consulting

The number of consulting assignments more than doubled in 1989/90, increasing to 55 from 25 in 1988/89. This increase reflected departments' demands for staff and organizational development to meet their specific needs. These assignments included team building, strategic planning, performance management and appraisal, and development needs analysis and planning.

Seconded course leaders

Development and Training continued to identify and develop employees from departments and agencies to deliver training on behalf of the Civil Service Commission. This program, unique to the Manitoba Civil Service, accounts for 50 percent of the Branch's course delivery.

Expenditures by sub-appropriation

1C Development and Training	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	546,300	14.00	563,800	(27,500)	
Total Other Expenditures	326,400		398,000	(71,600)	
Less: Recoverable from other appropriations	(81,400)		(129,000)		
Net Other Expenditures	245,000		269,000	(24,000)	

Career Development Program

The Career Development Program combines classroom training with on-the-job experience to enable candidates selected from the clerical ranks to move into managerial and professional positions. During 1989/90 Commission staff coached and counselled six management trainees, negotiating work assignments with departments and assisting with final job placements. All six trainees were successful in securing professional or managerial positions. Each position represented a substantial promotion over the positions they formerly held.

During the year the program was expanded and strengthened with the hiring of a full-time career development coordinator. Greater emphasis is being placed on long-term strategies for development opportunities.

During 1989/90, career development for designated groups focused on longer term strategies and collaboration with departments in identifying specific positions for development opportunities. Each position has a training component, fully funded by the Civil Service Commission with the department assuming responsibility once the training period is complete.

Career Pathing Inventory

The Career Pathing Inventory was established to assist clerical staff in their development by facilitating short-term work assignments throughout government. In support of this program, the Development and Training Branch offers specially designed workshops to help employees identify their career objectives and prepare for inclusion in the Career Pathing Inventory. Employees completing the workshops have their skills, experience and developmental needs assessed. Personnel services staff use the resulting information to match these employees with developmental opportunities throughout departments.

Expenditures by sub-appropriation

1C Career Development Program	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	17,400	13.00	130,000	(112,600)	1
Total Other Expenditures	15,600		45,000	(29,400)	2

Explanation

1. Decrease in expenditures due to the delay in filling the positions in the program as a result of the 1989/90 Estimates approval.
2. Partial expenditures incurred due to the late start of the program.

Workforce Adjustment Program

This program is geared towards assisting employees whose positions were deleted through the 1989/90 budget exercise. Of the 37 employees who could not be redeployed within their own departments as a result of the 1989/90 budget exercise and departmental reorganizations, 17 were placed in alternative employment, 11 have been placed on a priority staffing list. While three remain on an availability list, six employees resigned by March 31, 1990.

Expenditures by sub-appropriation

1C Workforce Adjustment Program	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Other Expenditures	5,200		100,000	(94,800)	1

Explanation

1. Decrease in expenditures as use of external consulting services to assist in the redeployment of staff affected by budgetary decisions was not necessary. Most of the support to this program was provided by Personnel Services resulting in increased cost to that branch.

Temporary Assignment Program

This program was established to administer the corp of executives and senior management professionals who can undertake a variety of temporary priority assignments within the Manitoba Civil Service.

The program was terminated in fiscal year 1989/90.

Expenditures by sub-appropriation

1D Temporary Assignment Program	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	53,700	2.00	133,000	(79,300)	1
Less: Recoverable from other appropriations	(53,700)		(133,000)	79,300	1
Net Salaries	0		0		

Explanation

1. Decrease in expenditures and recoveries due to a leave of absence without pay for one employee effective July 1, 1989 and the transfer of another employee to the Department of Family Services effective October 21, 1989.

Labour Relations Division

This Division represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Compensation Services Branch

The Compensation Services Branch has two main functions: coordinating benefit policy development and implementing benefit policies for the civil service; and researching and recommending compensation policies, providing research and analytical support for the collective bargaining process.

The Branch is responsible for recommending changes to major benefit programs (including public sector pension and group insurance plans) and for developing and implementing new benefit programs. The Branch represents the interests of the government as employer, on matters relating to pensions and group insurance for 30,000 members and 7,000 pensioners of the Civil Service Superannuation Fund. In addition, it represents the government and the Department of Education on pension matters for 18,000 teachers.

Amendments to Civil Service Superannuation Act

During 1989-90 amendments were made to the Civil Service Superannuation Act. The key amendment reallocated available funding to the account from which inflation adjustments are made to help protect the retirement income of pensioners. A joint employer/employee comprehensive review of the Public Servant Insurance plans was also undertaken. The purpose of the review was to examine the plan's funding and structure to determine if changes are required to meet the needs of members and their employers.

Compensation Services staff research, analyze and recommend compensation policies which directly affect employees' wages, benefits and working conditions. This work takes place largely within the collective bargaining context. During the year, the Branch completed compensation data surveys for various Manitoba and Canadian employers.

Staff are involved in preparing research material for presentation in negotiations and arbitrations. The Branch plays a major role in the accurate and timely implementation of collective agreements. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

The Branch develops and maintains a broad data base in support of compensation, salary, benefit and policy-related issues. During 1989-90 the data base was further automated and significantly enhanced in preparation for negotiation of the Government Employees' Master Agreement.

Expenditures by sub-appropriation

1E Compensation Services	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	214,300	6.00	244,700	(30,400)	
Total Other Expenditures	60,500		83,300	(22,800)	

Negotiation Services Branch

The Negotiation Services Branch provides a complete range of labour relations services to government, representing management in labour relations activities involving unionized and non-unionized workers. These activities include both the negotiation and administration of collective agreements on behalf of government with the bargaining agents representing government employees. The Branch also provides, on request, consultative labour relations services to a number of Crown boards and government-funded agencies.

Collective bargaining

During 1989-90, the Branch concluded collective agreements on behalf of management with a number of bargaining agents — Portage la Prairie Housing Authority and the Manitoba Government Employees' Association (MGEA); Manitoba Lotteries Commission and MGEA representing bingo wokers; Department of Health and MGEA representing Home Care Attendants in the Continuing Care Program; the Communities Economic Development Fund (CEDF) and MGEA; Independent Living Resource Center and MGEA; Legal Aid Services Society and Legal Aid Lawyers' Association (LALA).

At the end of 1989-90 the Branch was engaged in collective bargaining relative to several contracts — Manitoba Lotteries Commission and MGEA representing casino workers; Department of Family Services and MGEA representing child development counsellors; Manitoba Friends of Schizophrenics and MGEA; Department of Health and Manitoba Organization of Nurses' Association (MONA) representing Registered Nurses in the Continuing Care Program. As well, at the end of 1989-90 preparations were commencing for negotiation of the Government Employees' Master Agreement (GEMA) which expires September 21, 1990.

Contract administration

The Branch is responsible for the administration of the collective agreements it negotiates. This includes implementation and interpretation of the agreements. The Branch is also responsible for coordination of all grievance-arbitration activities on behalf of management. This involves assisting management to resolve grievances during the grievance procedure and representing management on any grievances referred to arbitration or appeal for resolution.

The Branch participates in a variety of labour-management consultative processes with bargaining agents on issues such as health and safety, sexual harassment, smoking restrictions and redeployment.

The Branch also conducts a number of educational programs for management designed to familiarize managers with their rights and obligations under collective agreements and to provide them with the knowledge and skills to deliver government programs in the most efficient and effective manner.

Expenditures by sub-appropriation

1E Negotiation Services	Actual 1989/90 $	SY	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
Total Salaries	385,700	8.00	411,200	(25,000)	
Total Other Expenditures	130,100		59,200	70,900	1

Explanation

1. Increase in expenditures due to an increase in professional costs associated with the arbitrational/appeal process in the Civil Service.

Civil Service Commission Benefit Plans

These plans provide certain benefits to employees of the Manitoba Government and its various boards, commissions and agencies, as required by legislation or agreement. The Civil Service Commission carries out the financial responsibilities of the employer in the following areas:

Expenditures by sub-appropriation

	Actual 1989/90 $	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
2A Civil Service Superannuation Plan	17,941,800	17,827,000	114,800	
2B Canada Pension Plan	9,208,300	9,442,000	(233,700)	
2C Group Life Insurance Plan	1,979,600	1,947,000	32,600	
2D Workers Compensation Plan	3,277,100	3,500,000	(222,900)	
Less: Recoverable from Other Appropriation	(2,036,300)	(2,800,000)	763,700	1
Net Total	1,240,800	700,000	540,800	
2E Unemployment Insurance Plan	13,105,100	15,775,000	(2,669,900)	2
2F Dental Plan	4,662,000	4,497,500	164,500	
2G Long Term Disability Plan	929,400	1,072,000	(142,600)	
2H Supplementary Health Plan	366,800	369,900	(3,100)	

Explanations

1. The variance is due to amortization payments for current and prior cost of living adjustments which were not recoverable from other departments.
2. The original budget was based on projected actuals of an 8% increase April to September 1989, and a 9% increase from January to March, 1990. There was a Federal Government rate reduction effective January, 1989 after the estimates were prepared. Although there was a Federal rate increase announced in January, 1990, the full impact of the 1989 (non-recurring) rate decrease caused this variance.

Levy for Health and Post-Secondary Education

The levy provides for the payment to the Department of Finance as required by the Health and Post-Secondary Education Tax Levy Act. Under this Act, an employer is to pay a tax levy of 2 1/4 percent of salaries.

Appropriation Expenditures

		Actual 1989/90 $	Estimate 1989/90 $	Variance Over/(Under)	Expl. No.
3	Levy-Health and Post Secondary Education	13,928,300	13,929,400	(1,100)	

Appendices

Department of Civil Service Commission

Expenditure Summary

for the fiscal year ended March 31, 1990
with comparative figures for the previous fiscal year

Estimate 1989/90		Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	17-1A	Executive Office				
$248,200		Salaries	$267,400	$256,900	$10,500	
43,800		Other Expenditures	73,800	71,500	2,300	
	17-1B	Management Support Services				
174,200		Salaries	173,500	165,000	8,500	
25,900		Other Expenditures	35,500	25,300	10,200	1
	17-1B	Benefits and Records Administration				
126,500		Salaries	136,400	124,000	12,400	
13,400		Other Expenditures	6,200	16,300	(10,100)	2
	17-1B	Personnel Information Management				
483,100		Salaries	484,400	427,000	57,400	
406,300		Other Expenditures	408,600	494,300	(85,700)	
	17-1C	Program and Policy Development				
462,900		Salaries	416,600	351,200	65,400	
133,300		Other Expenditures	136,300	66,500	69,800	3
	17-1C	Personnel Services				
375,400		Salaries	419,600	343,400	76,200	4
74,900		Other Expenditures	131,300	76,700	54,600	5
	17-1C	Employment Counselling and Support Services				
203,000		Salaries	250,500	205,700	44,800	6
88,300		Other Expenditures	66,000	60,800	5,200	
	17-1C	Employee Assistance Program				
81,300		Salaries	84,500	78,700	5,800	
19,500		Other Expenditures	22,600	24,700	(2,100)	
	17-1C	Development and Training				
563,800		Salaries	546,300	559,500	(13,200)	
398,000		Other Expenditures	326,400	351,100	(24,700)	
		Less: Recoverable from other				
(129,000)		Appropriations	(81,400)	(65,600)	(15,800)	
269,000		Net Other Expenditures	245,000	285,500	(40,500)	
	17-1C	Workforce Adjustment Program				
100,000		Other Expenditures	5,200	38,000	(32,800)	7
	17-1C	Career Development Program				
130,000		Salaries	17,400	0	17,400	8
45,000		Other Expenditures	15,600	4,800	10,800	8
	17-1D	Temporary Assignment Program				
133,000		Salaries	53,700	132,100	(78,400)	9
		Less: Recoverable from other				
(133,000)		Appropriations	(53,700)	(130,300)	76,600	9
0		Net Salaries	0	1,800	(1,800)	
	17-1E	Compensation Services				
244,700		Salaries	214,300	196,500	17,800	
83,300		Other Expenditures	60,500	44,100	16,400	10
	17-1E	Negotiation Services				
411,200		Salaries	385,700	369,600	16,100	
59,200		Other Expenditures	130,100	100,000	30,100	11
$4,866,200	Total	17-1	$4,733,300	$4,387,800	$345,500	

Department of Civil Service Commission

Expenditure Summary

for the fiscal year ended March 31, 1990
with comparative figures for the previous fiscal year

Estimate 1989/90		Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
$17,827,000	17-2A	Civil Service Superannuation Plan	$17,941,800	$15,251,700	$2,690,100	12
9,442,000	17-2B	Canada Pension Plan	9,208,300	8,008,800	1,199,500	13
1,947,000	17-2C	Group Life Insurance Plan	1,979,600	1,918,500	61,100	
3,500,000	17-2D	Workers Compensation Plan	3,277,100	3,435,100	(158,000)	
(2,800,000)		Less: Recoverable from other Appropriations	(2,036,300)	(1,282,300)	(754,000)	14
700,000		Net Total	1,240,800	2,152,800	(912,000)	
15,775,000	17-2E	Unemployment Insurance Plan	13,105,100	13,816,600	(711,500)	15
4,497,500	17-2F	Dental Plan	4,662,000	4,277,200	384,800	
1,072,000	17-2G	Long Term Disability Plan	929,400	659,200	270,200	16
369,900	17-2H	Supplementary Health Plan	366,800	125,800	241,000	17
$51,630,400	Total	17-2	$49,433,800	$46,210,600	$3,223,200	
$13,366,000	17-3	Levy-Health and Post Secondary Education	$13,928,300	$13,055,400	$872,900	
$69,862,600		Total Expenditures	$68,095,400	$63,653,800	$4,441,600	

Explanations

1. Increase in expenditures due to the purchase of computer equipment for the branch and the transfer of 1 position from Benefits, Records and Administration, 2 positions (1.26 SYs) from Personnel Information Management.
2. Decrease in expenditures due to the transfer of a position to Management Support Services and the net transfer of 4 positions to Personnel Information Management.
3. Increase in expenditures due to the introduction of the Executive Development Program for Women and the first payment for the personnel audit that was initiated in 1989/90. Computer equipment was also purchased for professional staff to access the automated employee record system and the applicant inventory system.
4. Increase in salaries due to merit increments and reclassification costs, G.S.I. increase and vacation pay-outs to terminated employees.
5. Increase in expenditures due to the automation of the class specification manual and the purchase of computer equipment to have professional staff directly linked to the computer network and the automated employee system to enhance their effectiveness in providing services. This branch also handled the redeployment effort.
6. Increase in salaries due to sick leave and maternity leave replacements, merit increments, G.S.I. increase and the use of casual staff in updating the applicant inventory system.
7. Decrease in expenditures due to professional fees associated with Outplacement Counselling incurred in 1988/89 were not necessary in 1989/90. Support to the program was provided by Personnel Services resulting in increased expenditures to that branch.
8. Changes to the program were approved for 1989/90 resulting in increased costs.
9. Decrease in expenditures and recoveries due to a leave of absence without pay for one employee effective July 1, 1990 and the transfer of another employee to the Department of Family Services effective October 21, 1989.
10. Increase in expenditures due to the following:
    a) purchase of computer equipment required for the expansion, enhancement and automation of the compensation data base and Grievance Arbitration Referral Program.
    b) increase in travel costs associated with field visits for comprehensive public sector salary and benefits survey.
11. Increase is due to the increase in professional costs associated with the arbitration/appeal procedures in the Civil Service.
12. Increase is due to the increase in pension payments resulting from additional retirees and cost of living adjustments.
13. Increase in expenditures is primarily due to the increase in employer maximum contribution effective January 1, 1989.
14. During 1988/89, recoveries were only being made for Workers Compensation benefit plans. In 1989/90, recoveries were also being made for pensions.
15. Decrease in expenditures due to the Federal Government rate reduction effective January, 1989.
16. Increase in expenditures due to the increase in the number of claims. The number of recipients paid for the 1988/89 fiscal year was 101, for 1989/90, 148.
17. The Ambulance and Hospital Semi-Private Plan became effective January 1, 1989.

Department of Civil Service Commission

Revenue Summary by Source

for the year ended March 31, 1990
(with comparative figures for March 31, 1989)

Actual 1988/89	Actual 1989/90	Increase (Decrease)	Source	1989/90 Actual	1989/90 Estimate	Variance	Expl. Number
			Current Operating Programs:				
			Other Revenue:				
$4.4	7.5	3.1	(a) Sundry	$7.5	0.0	7.5	
$4.4	7.5	3.1	Total Revenue	$7.5	0.0	7.5	

Department of Civil Service Commission

Five Year Expenditure and Staffing Summary by Appropriation ($000)

for years ending March 31, 1986 — March 31, 1990

	Actual/Adjusted Expenditures									
	1985-86		1986-87		1987-88		1988-89		1989-90	
	SY	$	SY	$	SY	$	SY	$	SY	$
Executive Office	4.00	259.7	6.00	341.8 (1)	6.00	375.4	5.00	328.4 (5)	5.00	341.2
Administrative Services	16.00	835.5	19.00	1,162.7 (2)	19.00	1,061.8	22.00	1,251.9 (6)	22.00	1,244.6
Human Resource Management Services	42.00	1,688.4	55.26	1,891.3 (3)	55.36	2,664.0	49.36	2,095.5 (7)	57.36	2,356.9 (9)
Temporary Assignment Program	7.00	—	7.00	—	7.00	—	2.00	1.8 (8)	2.00	0.0
Labour Relations Services	13.00	614.2	13.00	748.2	14.00	768.1 (4)	14.00	710.2	14.00	790.6
Civil Service Superannuation Plan		10,742.8		12,236.4		13,856.4		15,251.7		17,941.8
Canada Pension Plan		6,113.2		6,892.9		7,615.6		8,008.8		9,208.3
Group Life Insurance Plan		1,705.8		1,790.0		1,854.4		1,918.5		1,979.6
Workers Compensation		1,870.5		1,641.5		2,277.1		2,152.8		1,240.8
Unemployment Insurance Plan		11,381.8		12,362.9		13,484.1		13,816.6		13,105.1
Dental Plan		3,156.1		3,594.2		3,995.3		4,277.2		4,662.0
Long Term Disability Plan		501.7		741.3		670.5		659.2		929.4
Supplementary Health Plan		—		—		—		125.8		366.8
Levy for Health and Post-Secondary Education		7,330.0		7,862.5		12,439.3		13,055.4		13,928.3
TOTAL	82.00	46,199.7	100.26	51,235.7	101.36	61,062.0	92.36	63,653.8	100.36	68,095.4

Notes:

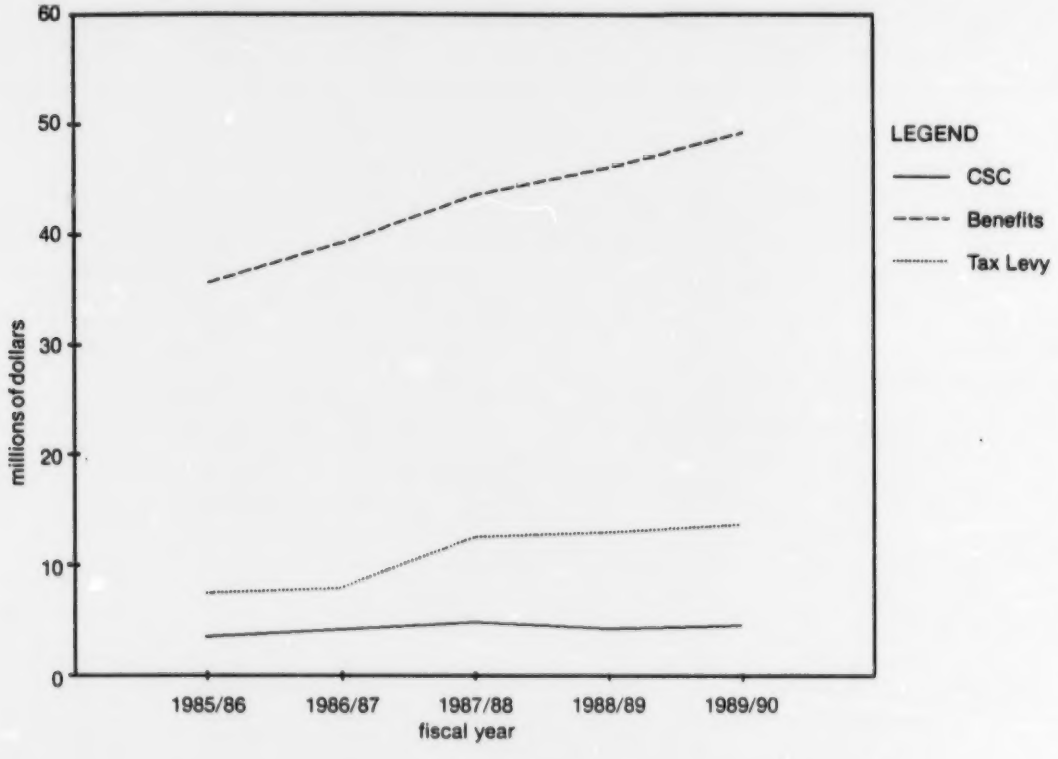
1. The increase of 2.00 SYs are as follows:
   1.00 SY was transferred from Natural Resources
   1.00 SY was transferred from the Department of Labour
2. Three SYs were established: 2.00 SYs to meet increased information requirements in the Personnel Information Management Services Branch and 1.00 SY to provide clerical assistance to the Long Term Disability Program.
3. The increase of 13.26 SYs are as follows:
   7.00 SYs were established to provide centralized services in the area of Affirmative Action.
   6.00 additional SYs for the expansion of the Career Development Program. Funding had been appropriated in the Manitoba Jobs Fund (M.G.E.A. portion).
4. One (1.00) SY was required to meet increased demands for labour relations and negotiations and consulting services for government agencies, boards and commissions.
5. One (1.00) SY was transferred to Human Resource Management Services to reflect program delivery.
6. Three (3.00) additional SYs were required for systems development work.
7. The net decrease of 6.00 SYs are as follows:

a) elimination of the executive recruitment program —	(1.00) SY
b) elimination of a position in the personnel function —	(1.00) SY
c) one (1.00) SY was required for an additional Employee Assistance Counsellor to meet rural services needs funded through the MGEA Jobs Fund —	1.00 SY
d) transferred from Executive Office —	1.00
e) elimination of 6 positions in the Career Development Program —	6.00 SYs

8. Reduction of 5.00 SYs due to the elimination of 3 vacant positions in the program, elimination of the Pay Equity Commissioner's position and the deletion of a position as per the Senior Officer Reduction Program.
9. The increase of 8.00 SYs are as follows:
   1.00 SY is required for the establishment of an Executive Development Program for Women.
   7.00 SYs are required for the establishment of a Career Development Program for affirmative action designated groups.

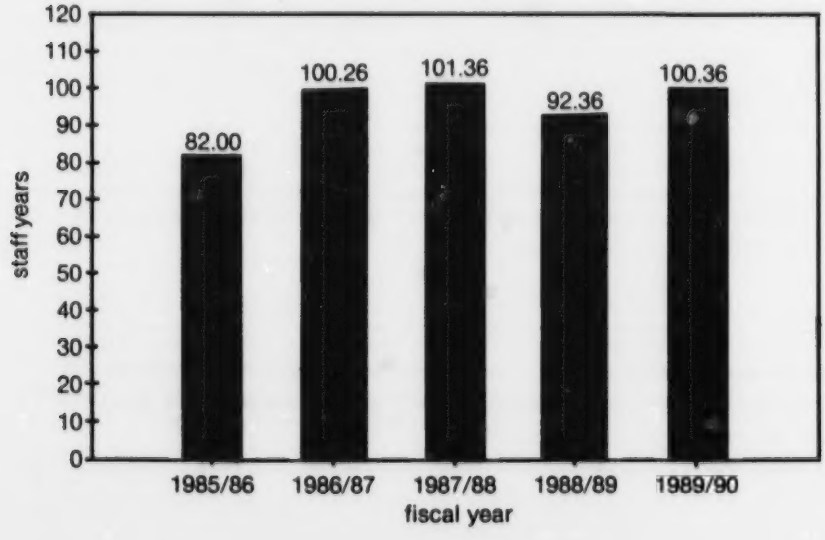
Civil Service Commission

Five Year Expenditure History by Main Appropriation



Civil Service Commission

Five Year Staff History



Employment

Total Number of Civil Service Employees
at Fiscal Year End

Department	March 1988	March 1989	March 1990
Agriculture	545	532	496
Business Development and Tourism	113	—	—
Civil Service Commission	98	115	109
Coop., Consumer and Corporate Affairs	108	141	147
Cooperative Development	42	—	—
Crown Investments	5	—	—
Culture, Heritage and Recreation	496	421	436
Education			
• Non-Institutional	723	738	862
• Community Colleges	1,062	1,017	1,086
Employment Services & Economic Security	635	616	—
Energy and Mines	199	185	184
Environment & Workplace Safety & Health	282	275	207
Executive Council	48	43	46
Family Services			
• Non-Institutional	599	638	1,163
• Manitoba Developmental Centre	636	634	658
• Correctional Institutions	823	—	—
Finance	405	408	415
Government Services	1,265	1,238	1,232
Health			
• Non-Institutional	1,839	1,855	1,908
• Mental Health Care	1,079	1,023	1,061
Highways and Transportation	1,164	1,177	1,218
Housing	255	240	250
Industry, Trade and Technology	144	193	215
Justice	1,028	1,077	1,097
• Correctional Institutions	—	916	923
Labour	230	221	317
Legislation	105	113	115
Natural Resources	1,070	1,053	1,042
Northern Affairs	120	112	114
Rural Development	277	270	337
Seniors Directorate	—	—	3
Status of Women	24	18	19
Urban Affairs	—	—	14
TOTAL	**15,392**	**15,269**	**15,674**

NOTE: These figures include all shift and hourly civil servants and term employees paid on a regular basis. Does not include departmental, contract and sessional.

Contract Employment	49	44	44
Other Employees*	2,959	2,779	2,679
GRAND TOTAL	**18,400**	**18,092**	**18,397**

*Comparative employment for other employees paid on a time-worked basis. This includes departmental, casual, sessional and as, if, when employees.

Comparative Employment at Fiscal Year End

Department	March 1988	March 1989	March 1990	Notes
Agriculture	652	633	539	1
Business Development and Tourism	115	—	—	
Civil Service Commission	98	116	112	
Cooperative, Consumer & Corporate Affairs	109	142	148	
Cooperative Development	42	—	—	
Crown Investments	6	—	—	
Culture, Heritage and Recreation	473	422	441	
Education & Training				
• Non-Institutional	842	829	1,015	2
• Community Colleges	1,338	1,233	1,186	
Employment Services & Economic Security	701	681	—	
Energy and Mines	201	185	187	
Environment & Workplace Safety & Health	293	279	207	3
Executive Council	48	44	46	
Family Services				
• Non-Institutional	708	740	1,260	4
• Manitoba Developmental Centre	671	683	688	
• Correctional Institutions	1,099	—	—	
Finance	422	413	423	
Government Services	1,322	1,299	1,272	
Health				
• Non-Institutional	1,926	1,927	1,975	5
• Mental Health Care	1,208	1,142	1,218	
Highways and Transportation	2,331	2,334	2,379	
Housing	257	241	251	
Industry, Trade and Technology	145	196	223	6
Justice	1,131	1,141	1,172	
• Correctional Institutions	—	1,183	1,183	
Labour	230	221	321	3
Legislation	145	154	174	7
Natural Resources	1,465	1,451	1,489	
Northern Affairs	120	113	115	
Rural Development	278	271	337	1, 8
Seniors Directorate	—	1	3	
Status of Women	—	—	14	9
Urban Affairs	24	18	19	
TOTAL	**18,400**	**18,092**	**18,397**	

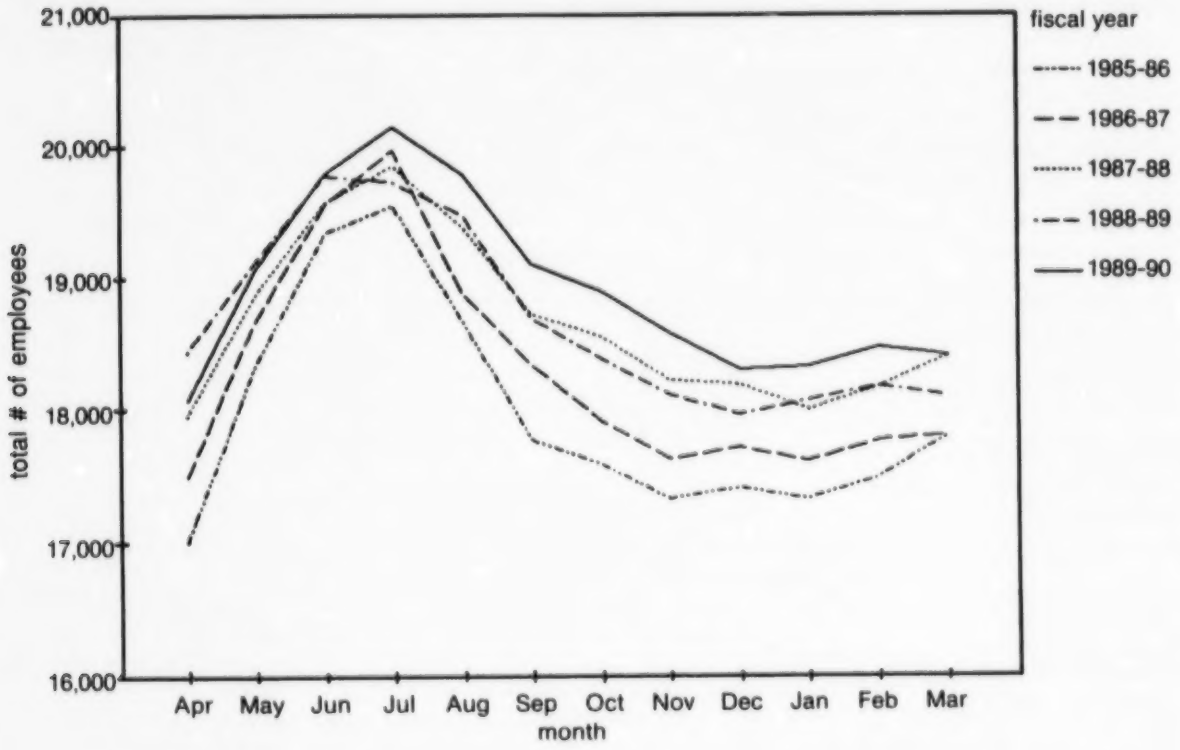
Notes:

1. The decrease reflects the transfer of the Water Services Board to the Department of Rural Development.
2. The increase in Employment in the Department of Education is due to additional program support for the Adult Literacy and Basic Education program as well as support for the Market Driven Training Program. Employment also increased due to the transfer of the Program Development Support Services from the former Department of Employment Services.
3. The Workplace, Safety & Health Division was transferred to the Department of Labour from the Department of the Environment.

4. The Department of Community Services was renamed Family Services and experienced staffing increases due to the transfer of the Income Security and Youth and Employment Services Division from the former Department of Employment Services. In addition, the Family Conciliation Program and Regional Operations for Day Care & Child & Family Services programs were expanded.
5. The increase in employment in the Department of Health reflects an increase in part-time staffing.
6. The Department's employment increase reflects additional program support for the Enhanced Trade Initiatives, Sports Directorate, Tourism Marketing and the Manitoba Business Start Program. The Manitoba Bureau of Statistics was also transferred to Industry, Trade & Tourism from the former Department of Employment Services.
7. Legislation experienced increases in staffing due to increased workload associated with the Freedom of Information Act and the creation of a third Caucus Office for the second Opposition Party.
8. The Department of Municipal Affairs was renamed Department of Rural Development and experienced an increase in staff with the Conservation District Authority, Manitoba Water Services Board and the Rural Economic Development Branch being added to its responsibilities.
9. The Women's Directorate was transferred from the Department of Employment Services and a portfolio for The Status of Women was created.

Province of Manitoba

Monthly Employment All Categories

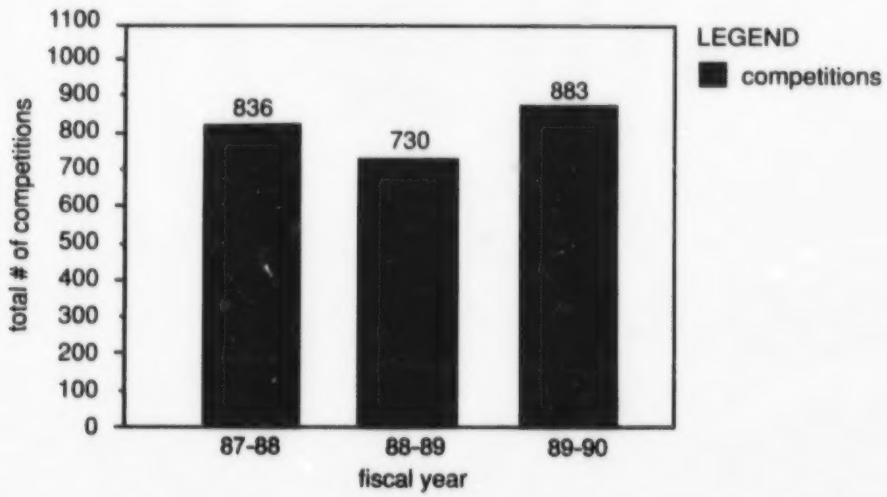


Competitions

Department	1987-1988	1988-1989	1989-1990
Agriculture	37	18	29
Business Development & Tourism	11	—	—
Civil Service Commission	15	11	8
Coop., Consumer & Corporate Affairs	5	7	8
Cooperative Development	4	—	—
Culture, Heritage and Recreation	48	20	43
Education & Training	86	66	78
Employment Services & Economic Security	18	16	—
Energy and Mines	13	4	16
Environment	26	40	26
Executive Council	4	4	2
Family Services	67	83	96
Finance	33	15	26
Government Services	62	40	49
Health	141	100	148
Highways and Transportation	80	99	105
Housing	21	14	13
Industry Trade and Tourism	8	7	17
Justice	67	119	116
Labour	17	17	17
Legislation	17	5	6
Natural Resources	34	24	49
Northern Affairs	12	4	9
Rural Development	7	17	20
Urban Affairs	3	0	2
Seniors Directorate	—	—	—
Status of Women	—	—	—
TOTAL	**836**	**730**	**883**

Competitions

Comparative totals

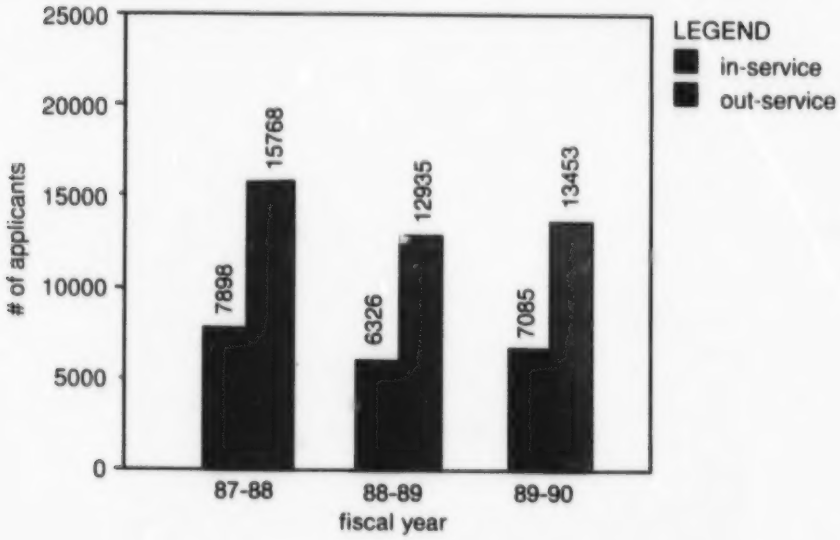


Applicants

• **Total Number of Applicants**			
Male	Female	In-Service	Out-Service
9,982	10,556	7,085	13,453
• **Total Number of Applicants Interviewed**			
Male	Female	In-Service	Out-Service
2,234	2,863	2,779	2,318
• **Total Number of Applicants Appointed**			
Male	Female	In-Service	Out-Service
502	683	708	477

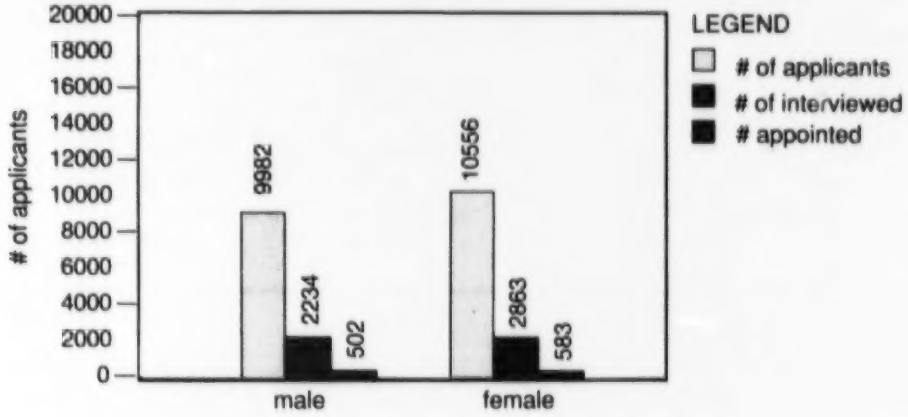
Applicants

Comparative totals



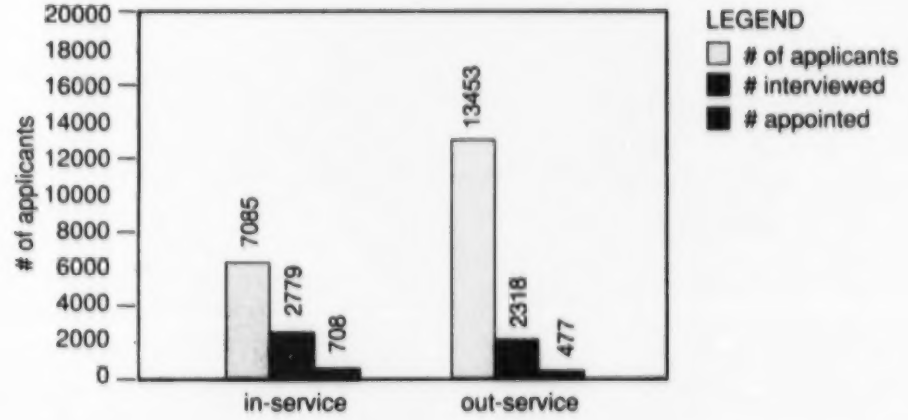
Applicants by Category

For the 1989-1990 fiscal year
male/female



Applicants by Category

For the 1989-1990 fiscal year
in-service/out-service



Average Applicants Per Competition